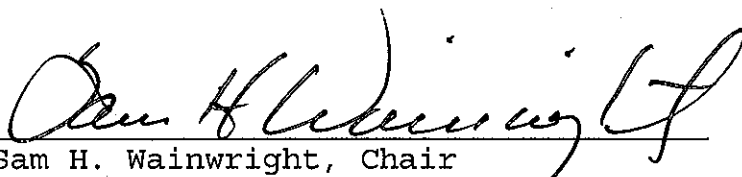


4/20/09

**Minutes  
Environmental Management Commission  
Strategic Planning Ad Hoc Committee Meeting  
Alabama Department of Environmental Management Building  
1400 Coliseum Boulevard  
Montgomery, Alabama 36110-2059  
December 12, 2008**



This is to certify that the Minutes contained herein are a true and accurate account of actions taken by the Strategic Planning Standing Ad Hoc Committee of the Alabama Environmental Management Commission on December 12, 2008.



Sam H. Wainwright, Chair  
Strategic Planning Ad Hoc Committee

Certified this 17th day of April 2009.



**Minutes  
Environmental Management Commission  
Strategic Planning Ad Hoc Committee Meeting  
Alabama Department of Environmental Management Building  
1400 Coliseum Boulevard  
Montgomery, Alabama 36110-2059  
December 12, 2008**

**Convened: 10:00 a.m.  
Adjourned: 10:20 a.m.**

**Part A**

**Transcript**

**Part B**

**Attachment Index**

**Attachments 1 – 3**



## **Part A**



# AD HOC COMMITTEE MEETING - 12/12/2008

<p style="text-align: right;">Page 1</p> <p style="text-align: center;">ALABAMA ENVIRONMENTAL MANAGEMENT COMMISSION STRATEGIC PLANNING AD HOC COMMITTEE MEETING</p> <p style="text-align: center;">Alabama Department of Environmental Management Building Alabama Room (Main Hearing Room) 1400 Coliseum Boulevard Montgomery, Alabama</p> <p style="text-align: center;">December 12, 2008      10:00 a.m.</p>	<p style="text-align: right;">Page 3</p> <p>1            MR. WAINWRIGHT: I'd like to 2 call the meeting of the Strategic 3 Planning Ad Hoc Committee to order. The 4 first item on our agenda is consideration 5 of the minutes from the meeting of 6 October 17th of '08. 7            DR. LESTER: Move to approve 8 them as they were given to us. 9            MR. WAINWRIGHT: Motion to 10 approve and seconded. All in favor? 11            DR. LESTER: Aye. 12            MR. WAINWRIGHT: Aye. 13 Motion carries. 14            The next item is a 15 discussion of the draft Unified Strategic 16 Plan, and I'd like to ask the Director, 17 if he would, to present the plan. 18            MR. GLENN: Thank you very 19 much, Chair Wainwright, Commissioner 20 Lester. It's my pleasure to stand before 21 you and talk about where we are on 22 this -- this issue. I'd like to start 23 with a quick review of how we got to</p>
<p style="text-align: right;">Page 2</p> <p>1 COMMITTEE MEMBERS PRESENT: 2 SAM H. WAINWRIGHT, P.E., CHAIR 3 DR. JOHN H. LESTER 4 5 COMMISSION MEMBERS NOT PRESENT: 6 KENNETH A. HAIRSTON, ESQUIRE 7 8 ALSO PRESENT 9 ONIS "TREY" GLENN, III, ADEM DIRECTOR 10 ROBERT TAMBLING, EMC LEGAL COUNSEL 11 DEBI THOMAS, EMC EXECUTIVE ASSISTANT 12 13 14 15 16 17 18 19 20 21 22 23</p>	<p style="text-align: right;">Page 4</p> <p>1 where we are right now. 2            And as you recall, a year 3 ago at the December Commission meeting in 4 2007, the Strategic Planning Ad Hoc 5 Committee, of course, that you chair with 6 the members of Dr. Lester and Ken 7 Hairston was formed with a stated goal of 8 putting together a plan and putting it 9 before the Commission on this very day in 10 2008. 11            That was followed with 12 the -- a lot of discussion where the 13 unified-plan concept was envisioned, 14 preparations of requests for proposal to 15 bring in external parties to help provide 16 some input into this, the Auburn 17 Montgomery Center for Government, in 18 particular Mr. Bob Ashurst, who is 19 present here today and available to talk 20 to you," responded to that. 21            A contract was negotiated, 22 and all of that with the concepts and the 23 proposed action plan was presented to the</p>

1 (Pages 1 to 4)

# AD HOC COMMITTEE MEETING - 12/12/2008

Page 5	Page 7
<p>1 Commission in the June meeting and 2 discussed. And that's when the activity 3 commenced, when a lot of data collection 4 began, a lot of review of previous plans 5 and issues.</p> <p>6 At the August Commission 7 meeting, we stopped and did a review of 8 where we were. We talked about the 9 anticipated process, further process, 10 with the entire Commission, and more data 11 gathering and more work happened after 12 that. That all came together after input 13 from stakeholders and others.</p> <p>14 It came together in the 15 October Commission meeting where you were 16 presented with the results of all the 17 efforts to date in the form of a large 18 map that had the focus items on there 19 that had been identified, as well as a 20 very, very rough draft of the concepts 21 that could be presented in a unified 22 plan.</p> <p>23 After discussion and</p>	<p>1 Three specific ones are promulgating 2 rules, hearing appeals, and managing 3 myself, the position of Director. I see 4 the Department having two very key roles. 5 Number one, implementing the policy you 6 set. We do that through the management 7 of our permitting, compliance 8 determination, and enforcement systems 9 and programs mainly.</p> <p>10 We also have a very 11 important role, which is to provide you 12 with information that is necessary for 13 you to set policy. And so as you can 14 see, the Strategic Plan recognizes this 15 relationship. It's depicted with a 16 graphic on the screen here.</p> <p>17 What I mean by that is, for 18 you to make decisions as Commission, you 19 need to have information about what's 20 been going on based on previous decisions 21 as well as any other factors, and we play 22 a role in providing that to you. For us 23 to know what to provide to you, we have</p>
Page 6	Page 8
<p>1 continued work with the -- with 2 individual Commissioners, we prepared a 3 draft plan that is now before you today. 4 I think you each have that plan. A copy 5 of that plan was also provided to the 6 members of the stakeholder meeting to 7 provide input as well.</p> <p>8 With that said, I'll now 9 switch over quickly to the plan itself 10 and that document. And you have a 11 presentation here that -- this 12 presentation's also available in the back 13 for the audience as well.</p> <p>14 The plan provides a focus; 15 it provides a direction, one that I 16 personally am comfortable with will be 17 appropriate -- one that I'm personally 18 comfortable will be appropriate for a 19 unified Commission department-level plan. 20 It clearly articulates the roles of each 21 group and, which as a refresher, is the 22 Commission's role to set policy.</p> <p>23 Do that a host of ways.</p>	<p>1 followed the policy that's set. So it 2 highlights the relationship and, again, I 3 think the strength of a Unified Strategic 4 Plan as the direction that we have it.</p> <p>5 The plan highlights some key 6 goals, strategies, and success factors 7 that place a priority on the systems and 8 processes that could be used to fulfill 9 our goals and to enhance our operations 10 and continue providing quality service 11 and meeting our mission, which is 12 outlined in the legislature in the 13 passage of our act to assure for 14 Alabamians' safe, healthy, and productive 15 environment.</p> <p>16 The plan sets apart and puts 17 a highlight on compliance, 100 percent 18 compliance, and taking steps to encourage 19 that and to move toward that in 20 everything that we do. Last but not 21 least, the plan calls for, after passage 22 of it, of course, immediately following 23 the passage of it, accountable,</p>

2 (Pages 5 to 8)

# AD HOC COMMITTEE MEETING - 12/12/2008

Page 9	Page 11
<p>1 measurable actions to be developed that I 2 would envision being developed by the 3 Department, at least for the 4 department-level actions that we would 5 undertake to be presented to you as the 6 body of the Commission, either as a whole 7 Commission or the Committee, whatever the 8 desires of the Commission are. You 9 recall using those words "Operating Plan" 10 or "Annual Operating Plan" for that. 11 Again, Chair Wainwright, 12 with that, that is a quick summary of 13 where we -- where we've been and what the 14 plan has in it. I'd be happy to answer 15 any questions you have or discuss 16 anything further you'd like me to. 17 MR. WAINWRIGHT: Mr. Glenn, 18 we appreciate all that you've done on 19 this plan. You've carried the load on 20 it. Mr. Ashurst, it's been a pleasure 21 working with you, and the Auburn Center 22 for Government has done a great job for 23 us. And we really do appreciate -- it's</p>	<p>1 ask Mr. Hagood to give us a brief 2 explanation of the changes in the rules 3 that we have proposed. I also -- the 4 timing on the adoption of these rules, 5 Debi, when do those -- when do we start 6 the process? What's the date on that? 7 MS. THOMAS: The process 8 will begin December the 17th when they're 9 submitted to the Legislative Reference 10 Service. 11 MR. WAINWRIGHT: And when do 12 we propose to have the process completed? 13 MS. THOMAS: We will have 14 them hopefully on the April's Commission 15 Meeting Agenda, consideration for 16 adoption, and the effective date would be 17 in May. 18 MR. WAINWRIGHT: All right. 19 MR. HAGOOD: Thank you, 20 Commissioner Wainwright, Commissioner 21 Lester. As requested by the Director 22 through this committee, two rule changes 23 were drafted, one having to do with basic</p>
Page 10	Page 12
<p>1 been a year of hard work, but we really 2 do appreciate what y'all have done. 3 I guess at this time we need 4 a motion to recommend this plan to the 5 full Commission for adoption. 6 DR. LESTER: I'd make a 7 motion. Before I do that, I just want to 8 thank you Director Glenn and Mr. Ashurst. 9 It's good to work with people who know 10 what they're doing. It's an integral 11 part; it's what the Commission wanted, 12 and there's a lot of, lot of questions 13 answered. Saying that, I make a motion 14 that we send this to the Commission. 15 MR. WAINWRIGHT: The motion 16 will be to recommend to the Commission 17 that the -- that they proceed with the 18 adoption of the Strategic Plan. 19 Seconded. All in favor say aye. 20 DR. LESTER: Aye. 21 MR. WAINWRIGHT: Aye. The 22 motion carries. 23 The next item, I'd like to</p>	<p>1 promulgation of a Strategic Plan, and the 2 other, how to incorporate the division of 3 the Strategic Plan and any petition for 4 rulemaking. 5 And I'll start with the 6 shortest one first, which would change 7 335-2-2-.05, and that's the consideration 8 of the petition. The only language that 9 was added there was you add an "h" to the 10 considerations that you make when you 11 consider passing a petition for a rule or 12 accepting a petition for a rule. 13 And h would read, The 14 relevance and relation of the proposed 15 rules to the most recent Unified 16 Strategic Plan adopted pursuant to Rule 17 335-1-1-.03, which is in your 18 organizational rules, and that gets you 19 to the bigger rule, which discusses, 20 under the duties of the Commission, how 21 to come up with the plan. 22 And as -- was instructed me 23 through the process of this committee,</p>

3 (Pages 9 to 12)

# AD HOC COMMITTEE MEETING - 12/12/2008

Page 13	Page 15
<p>1 going through the Director, we decided 2 that you would need a beginning date, 3 which Fiscal Year 2009 left us from 4 October to October -- we're close to 5 being in the middle of -- and then gave 6 you the authority to change the plan 7 periodically but put limits on that: No 8 more frequently than five years. 9 And I believe it was the 10 wishes of the Commission that you don't 11 get in a situation where you just plan to 12 plan to plan to plan. And that five 13 years was considered a suitable interval 14 in reference to the '04 plan being the 15 last plan that you had adopted. 16 And the language considers 17 all applicable statutes and regulations 18 and sets up a procedure whereby the 19 Director would present to the Commission 20 notice of the intent to update the 21 Unified Strategic Plan under which both 22 the EMC and ADEM would operate. Notice 23 contains basically what was given this</p>	<p>1 MR. HAGOOD: Yes, sir. It 2 gives you discretion. The "h," that 3 provision that was added, would be added 4 through any rule change, simply adds 5 another consideration that you can make 6 when you consider a petition for rule 7 change. 8 MR. WAINWRIGHT: You're 9 going to apply that same principle to the 10 Strategic Plan? 11 MR. HAGOOD: Okay. I need 12 to make sure I understand what you're 13 asking. 14 MR. WAINWRIGHT: Well, the 15 principle is that if something's already 16 in process within the rule-change 17 procedure, we can deny a request for rule 18 change. 19 MR. HAGOOD: Yes, sir. 20 MR. WAINWRIGHT: And you're 21 saying if it's included in this Strategic 22 Plan and is timed for the future, we 23 could also use that as a reason to deny a</p>
Page 14	Page 16
<p>1 time, and that would be the departmental 2 goals, the time line for development, and 3 a brief explanation of how you're going 4 to create the new plan. 5 And the next time you do it, 6 it may be different than the way you did 7 it this time. This rule would allow for 8 that leniency. And upon notice of the 9 receipt, then the Commission would take 10 over and appoint an ad hoc committee, 11 which we have right now before us, to 12 oversee the development and 13 implementation. Then the Commission 14 would approve whatever plan came from 15 that process. 16 Those -- those are the rules 17 as -- as I drafted them. 18 MR. WAINWRIGHT: This -- we 19 have a provision in here that allows us 20 to deny a petition if there -- if 21 they -- if a rule that would apply to it 22 is already in process, a rule change is 23 already in process?</p>	<p>1 request for rule change? 2 MR. HAGOOD: Yes, sir. You 3 have a lot of broad discretionary power, 4 and when you consider a petition -- and 5 the only -- only thing that that rule 6 does -- and of course you can consider 7 that at any time in any rulemaking. But 8 that rule of which you speak speaks 9 directly to petitions for rulemaking, and 10 all it does is add another consideration 11 you can make. 12 And I believe that the 13 intention was you would want petitions 14 before you to focus on your focus, your 15 direction, and that was the reason you 16 wanted that consideration in with the 17 other half dozen or so. But the 18 rulemaking procedure, of course, as you 19 understand it, is very discretionary with 20 the Commission. Any other questions? 21 MR. WAINWRIGHT: No. 22 MR. HAGOOD: Thank you, 23 sirs.</p>

4 (Pages 13 to 16)

# AD HOC COMMITTEE MEETING - 12/12/2008

Page 17	Page 19
<p>1 DR. LESTER: Thank you.</p> <p>2 MR. WAINWRIGHT: The next</p> <p>3 item, I'd like to ask the Director if he</p> <p>4 would give us a brief on the proposal for</p> <p>5 the rollout of this plan with regard to</p> <p>6 presenting it to the agency.</p> <p>7 MR. GLENN: Yes, sir. And</p> <p>8 as you and I have discussed specifically,</p> <p>9 in the private sector or anywhere else, a</p> <p>10 plan is only as good as how it's</p> <p>11 implemented and how it's communicated to</p> <p>12 folks, and I think we all can see very</p> <p>13 clear examples of that when we might go</p> <p>14 into into different private businesses</p> <p>15 where they have plaques on the wall,</p> <p>16 headers over the elevator where you're</p> <p>17 riding, anything else where they're</p> <p>18 communicating these principles, not only</p> <p>19 to their employees, but also to the</p> <p>20 customers or stakeholders that they</p> <p>21 interact with.</p> <p>22 And so as we have discussed,</p> <p>23 it is going to be important, assuming the</p>	<p>1 with a Christmas tree this year -- this</p> <p>2 meeting for the season, but to very</p> <p>3 clearly communicate what our mission is,</p> <p>4 what has been agreed to and highlighted</p> <p>5 by the Commission and now the Department</p> <p>6 in a unified manner.</p> <p>7 Well, what are the major</p> <p>8 strategies? What are we moving toward?</p> <p>9 We could do that through posters or</p> <p>10 presentations to our staff. We could</p> <p>11 have a wallet card. You and I</p> <p>12 specifically talked about wallet cards or</p> <p>13 one-pagers that people can reference all</p> <p>14 the time and they can keep these thoughts</p> <p>15 clear on our mind.</p> <p>16 And so we've even mocked up</p> <p>17 some potential cards there where it's</p> <p>18 clear to everyone what our mission is,</p> <p>19 what our vision is, what is key -- key</p> <p>20 goals are as well, as well as Q-and-A</p> <p>21 sessions, deliberate meetings where these</p> <p>22 things are discussed and presented to</p> <p>23 staff members. Even external sessions</p>
Page 18	Page 20
<p>1 plan is adopted, to focus some energy on</p> <p>2 how this plan is then communicated to the</p> <p>3 public and to my, of course, main</p> <p>4 interest, my staff. Because what I spoke</p> <p>5 to in the presentation was creating a</p> <p>6 focus and an alignment of our staff, all</p> <p>7 of us going in the same direction with</p> <p>8 the Commission's desires, and that -- I</p> <p>9 feel we do that, but we always need to</p> <p>10 make sure we communicate to make sure</p> <p>11 that happens.</p> <p>12 So we came up with several</p> <p>13 different ideas of how we could roll this</p> <p>14 out, focusing of course on the audiences</p> <p>15 that I had -- I had mentioned. And we</p> <p>16 have opportunities such as an employee's</p> <p>17 paycheck. There's white space on that</p> <p>18 sometimes messages are placed on. We</p> <p>19 could place messages there.</p> <p>20 I think we're all -- you</p> <p>21 know, we could have banners hanging in</p> <p>22 the lobby. We've seen our display board</p> <p>23 before, which obviously we've replaced</p>	<p>1 where this plan is discussed and</p> <p>2 presented to the -- to the public.</p> <p>3 And, again, all focusing on</p> <p>4 this line of sight so that every staff</p> <p>5 member here can equate their actions or</p> <p>6 what they're doing and see those in full</p> <p>7 light of what's important to the</p> <p>8 Commission and what's important to us as</p> <p>9 the State of Alabama.</p> <p>10 So with that said, let me</p> <p>11 restate what I said at first: The plan</p> <p>12 is only as good as how it's communicated.</p> <p>13 And if this plan gets passed, it can be</p> <p>14 the best thing in the world; but if it</p> <p>15 sits on a shelf, it doesn't do any of us</p> <p>16 any good. It's got to be implemented and</p> <p>17 it's got to be communicated.</p> <p>18 We've laid out -- and I've</p> <p>19 just mentioned a handful. There are, of</p> <p>20 course, many more potential things we can</p> <p>21 do to roll this out. But what we wanted</p> <p>22 to make sure we communicated to you is</p> <p>23 we've heard you, we've had the</p>

5 (Pages 17 to 20)

# AD HOC COMMITTEE MEETING - 12/12/2008

<p style="text-align: right;">Page 21</p> <p>1 conversations, and we want to make sure  2 you know that we are focusing energy on  3 how do we roll this out and communicate  4 that, because it needs to happen almost  5 immediately.  6 MR. WAINWRIGHT: Okay.  7 Certainly do appreciate your developing  8 this plan for us, and I believe we're  9 probably ought to have a motion to  10 endorse the plan, the rollout plan.  11 DR. LESTER: I make a motion  12 this committee endorse the plan as  13 submitted by the Director.  14 MR. WAINWRIGHT: I'll second  15 it. All in favor?  16 DR. LESTER: Aye.  17 MR. WAINWRIGHT: All  18 opposed? Motion carries.  19 MR. GLENN: Thank you, sir.  20 MR. WAINWRIGHT: That  21 concludes our business, I believe. Is  22 there any other business for the  23 committee?</p>	<p style="text-align: right;">Page 23</p> <p>1  2 * * * * *  3 REPORTER'S CERTIFICATE  4 * * * * *  5  6 STATE OF ALABAMA  7 COUNTY OF MONTGOMERY  8 I, Jenny Cone, Certified  9 Court Reporter and Notary Public in and  10 for the State of Alabama at Large, do  11 hereby certify that the foregoing is a  12 true and accurate excerpt of the  13 proceedings as taken stenographically by  14 me at the time and place aforementioned.  15 This 12th day of December,  16 2008.  17  18  19  20 _____  21 Jenny Cone  22 Certified Court Reporter (Lic.  23 #108) and Notary Public  State of Alabama at Large</p>
<p style="text-align: right;">Page 22</p> <p>1 DR. LESTER: Move to  2 adjourn.  3 MR. WAINWRIGHT: We're  4 adjourned.  5 (The meeting was adjourned.)  6  7  8  9  10  11  12  13  14  15  16  17  18  19  20  21  22  23</p>	

6 (Pages 21 to 23)

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## REPORTER'S CERTIFICATE

\* \* \* \* \*

STATE OF ALABAMA

COUNTY OF MONTGOMERY

I, Jenny Cone, Certified  
Court Reporter and Notary Public in and  
for the State of Alabama at Large, do  
hereby certify that the foregoing is a  
true and accurate excerpt of the  
proceedings as taken stenographically by  
me at the time and place aforementioned.

This 12th day of December,  
2008.

*Jenny Cone /ca*

Jenny Cone

Certified Court Reporter (Lic.

#108) and Notary Public

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<b>accepting</b> 12:12 <b>accountable</b> 8:23 <b>accurate</b> 23:12 <b>act</b> 8:13 <b>action</b> 4:23 <b>actions</b> 9:1,4 20:5 <b>activity</b> 5:2 <b>ad</b> 1:6 3:3 4:4 14:10 <b>add</b> 12:9 16:10 <b>added</b> 12:9 15:3,3 <b>adds</b> 15:4 <b>ADEM</b> 2:9 13:22 <b>adjourn</b> 22:2 <b>adjourned</b> 22:4,5 <b>adopted</b> 12:16 13:15 18:1 <b>adoption</b> 10:5,18 11:4,16 <b>mentioned</b> 23:14 <b>agency</b> 17:6 <b>agenda</b> 3:4 11:15 <b>ago</b> 4:3 <b>agreed</b> 19:4 <b>Alabama</b> 1:5,8,10 1:12 20:9 23:6,10 23:23 <b>Alabamians</b> 8:14 <b>alignment</b> 18:6 <b>allow</b> 14:7 <b>allows</b> 14:19 <b>Annual</b> 9:10 <b>answer</b> 9:14 <b>answered</b> 10:13 <b>anticipated</b> 5:9 <b>apart</b> 8:16 <b>appeals</b> 7:2 <b>applicable</b> 13:17 <b>apply</b> 14:21 15:9 <b>appoint</b> 14:10 <b>appreciate</b> 9:18,23 10:2 21:7	<b>appropriate</b> 6:17 6:18 <b>approve</b> 3:7,10 14:14 <b>April's</b> 11:14 <b>articulates</b> 6:20 <b>Ashurst</b> 4:18 9:20 10:8 <b>asking</b> 15:13 <b>ASSISTANT</b> 2:11 <b>assuming</b> 17:23 <b>assure</b> 8:13 <b>Auburn</b> 4:16 9:21 <b>audience</b> 6:13 <b>audiences</b> 18:14 <b>August</b> 5:6 <b>authority</b> 13:6 <b>available</b> 4:19 6:12 <b>aye</b> 3:11,12 10:19 10:20,21 21:16 <b>a.m</b> 1:16	<b>call</b> 3:2 <b>calls</b> 8:21 <b>card</b> 19:11 <b>cards</b> 19:12,17 <b>carried</b> 9:19 <b>carries</b> 3:13 10:22 21:18 <b>Center</b> 4:17 9:21 <b>Certainly</b> 21:7 <b>CERTIFICATE</b> 23:3 <b>Certified</b> 23:8,21 <b>certify</b> 23:11 <b>chair</b> 2:2 3:19 4:5 9:11 <b>change</b> 12:6 13:6 14:22 15:4,7,18 16:1 <b>changes</b> 11:2,22 <b>Christmas</b> 19:1 <b>clear</b> 17:13 19:15 19:18 <b>clearly</b> 6:20 19:3 <b>close</b> 13:4 <b>Coliseum</b> 1:11 <b>collection</b> 5:3 <b>come</b> 12:21 <b>comfortable</b> 6:16 6:18 <b>commenced</b> 5:3 <b>Commission</b> 1:5 2:5 4:3,9 5:1,6,10 5:15 6:19 7:18 9:6,7,8 10:5,11,14 10:16 11:14 12:20 13:10,19 14:9,13 16:20 19:5 20:8 <b>Commissioner</b> 3:19 11:20,20 <b>Commissioners</b> 6:2 <b>Commission's</b> 6:22 18:8 <b>committee</b> 1:6 2:1	3:3 4:5 9:7 11:22 12:23 14:10 21:12 21:23 <b>communicate</b> 18:10 19:3 21:3 <b>communicated</b> 17:11 18:2 20:12 20:17,22 <b>communicating</b> 17:18 <b>completed</b> 11:12 <b>compliance</b> 7:7 8:17,18 <b>concept</b> 4:13 <b>concepts</b> 4:22 5:20 <b>concludes</b> 21:21 <b>Cone</b> 23:8,20 <b>consider</b> 12:11 15:6 16:4,6 <b>consideration</b> 3:4 11:15 12:7 15:5 16:10,16 <b>considerations</b> 12:10 <b>considered</b> 13:13 <b>considers</b> 13:16 <b>contains</b> 13:23 <b>continue</b> 8:10 <b>continued</b> 6:1 <b>contract</b> 4:21 <b>conversations</b> 21:1 <b>copy</b> 6:4 <b>COUNSEL</b> 2:10 <b>COUNTY</b> 23:7 <b>course</b> 4:5 8:22 16:6,18 18:3,14 20:20 <b>Court</b> 23:9,21 <b>create</b> 14:4 <b>creating</b> 18:5 <b>customers</b> 17:20	13:2 <b>day</b> 4:9 23:15 <b>Debi</b> 2:11 11:5 <b>December</b> 1:16 4:3 11:8 23:15 <b>decided</b> 13:1 <b>decisions</b> 7:18,20 <b>deliberate</b> 19:21 <b>deny</b> 14:20 15:17 15:23 <b>Department</b> 1:8 7:4 9:3 19:5 <b>departmental</b> 14:1 <b>department-level</b> 6:19 9:4 <b>depicted</b> 7:15 <b>desires</b> 9:8 18:8 <b>determination</b> 7:8 <b>developed</b> 9:1,2 <b>developing</b> 21:7 <b>development</b> 14:2 14:12 <b>different</b> 14:6 17:14 18:13 <b>direction</b> 6:15 8:4 16:15 18:7 <b>directly</b> 16:9 <b>Director</b> 2:9 3:16 7:3 10:8 11:21 13:1,19 17:3 21:13 <b>discretion</b> 15:2 <b>discretionary</b> 16:3 16:19 <b>discuss</b> 9:15 <b>discussed</b> 5:2 17:8 17:22 19:22 20:1 <b>discusses</b> 12:19 <b>discussion</b> 3:15 4:12 5:23 <b>display</b> 18:22 <b>division</b> 12:2 <b>document</b> 6:10 <b>doing</b> 10:10 20:6 <b>dozen</b> 16:17
B				
	<b>back</b> 6:12 <b>banners</b> 18:21 <b>based</b> 7:20 <b>basic</b> 11:23 <b>basically</b> 13:23 <b>began</b> 5:4 <b>beginning</b> 13:2 <b>believe</b> 13:9 16:12 21:8,21 <b>best</b> 20:14 <b>bigger</b> 12:19 <b>board</b> 18:22 <b>Bob</b> 4:18 <b>body</b> 9:6 <b>Boulevard</b> 1:11 <b>brief</b> 11:1 14:3 17:4 <b>bring</b> 4:15 <b>broad</b> 16:3 <b>Building</b> 1:9 <b>business</b> 21:21,22 <b>businesses</b> 17:14		<b>data</b> 5:3,10 <b>date</b> 5:17 11:6,16	<b>D</b> <b>data</b> 5:3,10 <b>date</b> 5:17 11:6,16

Dr 2:3 3:7,11 4:6 10:6,20 17:1 21:11,16 22:1 draft 3:15 5:20 6:3 drafted 11:23 14:17 duties 12:20	16:14,14 18:1,6 focusing 18:14 20:3 21:2 folks 17:12 followed 4:11 8:1 following 8:22 foregoing 23:11 form 5:17 formed 4:7 frequently 13:8 fulfill 8:8 full 10:5 20:6 further 5:9 9:16 future 15:22	half 16:17 handful 20:19 hanging 18:21 happen 21:4 happened 5:11 happens 18:11 happy 9:14 hard 10:1 headers 17:16 healthy 8:14 heard 20:23 hearing 1:10 7:2 help 4:15 highlight 8:17 highlighted 19:4 highlights 8:2,5 hoc 1:6 3:3 4:4 14:10 hopefully 11:14 host 6:23	interest 18:4 interval 13:13 issue 3:22 issues 5:5 item 3:4,14 10:23 17:3 items 5:18	<b>M</b> main 1:10 18:3 major 19:7 management 1:5,8 7:6 managing 7:2 manner 19:6 map 5:18 mean 7:17 measurable 9:1 meeting 1:6 3:2,5 4:3 5:1,7,15 6:6 8:11 11:15 19:2 22:5 meetings 19:21 member 20:5 members 2:1,5 4:6 6:6 19:23 mentioned 18:15 20:19 messages 18:18,19 middle 13:5 mind 19:15 minutes 3:5 mission 8:11 19:3 19:18 mocked 19:16 Montgomery 1:12 4:17 23:7 motion 3:9,13 10:4 10:7,13,15,22 21:9,11,18 move 3:7 8:19 22:1 moving 19:8
<b>E</b> effective 11:16 efforts 5:17 either 9:6 elevator 17:16 EMC 2:10,11 13:22 employees 17:19 employee's 18:16 encourage 8:18 endorse 21:10,12 energy 18:1 21:2 enforcement 7:8 enhance 8:9 entire 5:10 environment 8:15 Environmental 1:5 1:8 envision 9:2 envisioned 4:13 equate 20:5 ESQUIRE 2:6 examples 17:13 excerpt 23:12 EXECUTIVE 2:11 explanation 11:2 14:3 external 4:15 19:23	<b>G</b> gathering 5:11 give 11:1 17:4 given 3:8 13:23 gives 15:2 Glenn 2:9 3:18 9:17 10:8 17:7 21:19 go 17:13 goal 4:7 goals 8:6,9 14:2 19:20 going 7:20 13:1 14:3 15:9 17:23 18:7 good 10:9 17:10 20:12,16 Government 4:17 9:22 graphic 7:16 great 9:22 group 6:21 guess 10:3	<b>I</b> ideas 18:13 identified 5:19 III 2:9 immediately 8:22 21:5 implementation 14:13 implemented 17:11 20:16 implementing 7:5 important 7:11 17:23 20:7,8 included 15:21 incorporate 12:2 individual 6:2 information 7:12 7:19 input 4:16 5:12 6:7 instructed 12:22 integral 10:10 intent 13:20 intention 16:13 interact 17:21	<b>J</b> Jenny 23:8,20 job 9:22 JOHN 2:3 June 5:1	<b>K</b> keep 19:14 Ken 4:6 KENNETH 2:6 key 7:4 8:5 19:19 19:19 know 7:23 10:9 18:21 21:2
<b>F</b> factors 7:21 8:6 favor 3:10 10:19 21:15 feel 18:9 first 3:4 12:6 20:11 Fiscal 13:3 five 13:8,12 focus 5:18 6:14	<b>H</b> h 2:2,3 12:9,13 15:2 Hagood 11:1,19 15:1,11,19 16:2 16:22 Hairston 2:6 4:7	<b>L</b> laid 20:18 language 12:8 13:16 large 5:17 23:10,23 left 13:3 LEGAL 2:10 Legislative 11:9 legislature 8:12 leniency 14:8 Lester 2:3 3:7,11 3:20 4:6 10:6,20 11:21 17:1 21:11 21:16 22:1 Lic 23:21 light 20:7 limits 13:7 line 14:2 20:4 load 9:19 lobby 18:22 lot 4:12 5:3,4 10:12 10:12 16:3	<b>L</b> laid 20:18 language 12:8 13:16 large 5:17 23:10,23 left 13:3 LEGAL 2:10 Legislative 11:9 legislature 8:12 leniency 14:8 Lester 2:3 3:7,11 3:20 4:6 10:6,20 11:21 17:1 21:11 21:16 22:1 Lic 23:21 light 20:7 limits 13:7 line 14:2 20:4 load 9:19 lobby 18:22 lot 4:12 5:3,4 10:12 10:12 16:3	<b>N</b> necessary 7:12 need 7:19 10:3 13:2 15:11 18:9 needs 21:4 negotiated 4:21 new 14:4 Notary 23:9,22 notice 13:20,22 14:8

<b>Number 7:5</b>	6:19 7:14 8:4,5,16 8:21 9:9,10,14,19 10:4,18 12:1,3,16 12:21 13:6,11,12 13:12,12,14,15,21 14:4,14 15:10,22 17:5,10 18:1,2 20:1,11,13 21:8 21:10,10,12 <b>Planning</b> 1:6 3:3 4:4 <b>plans</b> 5:4 <b>plaques</b> 17:15 <b>play</b> 7:21 <b>pleasure</b> 3:20 9:20 <b>policy</b> 6:22 7:5,13 8:1 <b>position</b> 7:3 <b>posters</b> 19:9 <b>potential</b> 19:17 20:20 <b>power</b> 16:3 <b>preparations</b> 4:14 <b>prepared</b> 6:2 <b>present</b> 2:1,5,8 3:17 4:19 13:19 <b>presentation</b> 6:11 18:5 <b>presentations</b> 19:10 <b>presentation's</b> 6:12 <b>presented</b> 4:23 5:16,21 9:5 19:22 20:2 <b>presenting</b> 17:6 <b>previous</b> 5:4 7:20 <b>principle</b> 15:9,15 <b>principles</b> 17:18 <b>priority</b> 8:7 <b>private</b> 17:9,14 <b>probably</b> 21:9 <b>procedure</b> 13:18 15:17 16:18 <b>proceed</b> 10:17 <b>proceedings</b> 23:13	<b>process</b> 5:9,9 11:6 11:7,12 12:23 14:15,22,23 15:16 <b>processes</b> 8:8 <b>productive</b> 8:14 <b>programs</b> 7:9 <b>promulgating</b> 7:1 <b>promulgation</b> 12:1 <b>proposal</b> 4:14 17:4 <b>propose</b> 11:12 <b>proposed</b> 4:23 11:3 12:14 <b>provide</b> 4:15 6:7 7:11,23 <b>provided</b> 6:5 <b>provides</b> 6:14,15 <b>providing</b> 7:22 8:10 <b>provision</b> 14:19 15:3 <b>public</b> 18:3 20:2 23:9,22 <b>pursuant</b> 12:16 <b>put</b> 13:7 <b>puts</b> 8:16 <b>putting</b> 4:8,8 P.E 2:2	<b>reference</b> 11:9 13:14 19:13 <b>refresher</b> 6:21 <b>regard</b> 17:5 <b>regulations</b> 13:17 <b>relation</b> 12:14 <b>relationship</b> 7:15 8:2 <b>relevance</b> 12:14 <b>replaced</b> 18:23 <b>Reporter</b> 23:9,21 <b>REPORTER'S</b> 23:3 <b>request</b> 15:17 16:1 <b>requested</b> 11:21 <b>requests</b> 4:14 <b>responded</b> 4:20 <b>restate</b> 20:11 <b>results</b> 5:16 <b>review</b> 3:23 5:4,7 <b>riding</b> 17:17 <b>right</b> 4:1 11:18 14:11 <b>ROBERT</b> 2:10 <b>role</b> 6:22 7:11,22 <b>roles</b> 6:20 7:4 <b>roll</b> 18:13 20:21 21:3 <b>rollout</b> 17:5 21:10 <b>Room</b> 1:10,10 <b>rough</b> 5:20 <b>rule</b> 11:22 12:11,12 12:16,19 14:7,21 14:22 15:4,6,17 16:1,5,8 <b>rulemaking</b> 12:4 16:7,9,18 <b>rules</b> 7:2 11:2,4 12:15,18 14:16 <b>rule-change</b> 15:16	<b>screen</b> 7:16 <b>season</b> 19:2 <b>second</b> 21:14 <b>seconded</b> 3:10 10:19 <b>sector</b> 17:9 <b>see</b> 7:3,14 17:12 20:6 <b>seen</b> 18:22 <b>self</b> 20:15 <b>send</b> 10:14 <b>service</b> 8:10 11:10 <b>sessions</b> 19:21,23 <b>set</b> 6:22 7:6,13 8:1 <b>sets</b> 8:16 13:18 <b>shortest</b> 12:6 <b>sight</b> 20:4 <b>simply</b> 15:4 <b>sir</b> 15:1,19 16:2 17:7 21:19 <b>sirs</b> 16:23 <b>sits</b> 20:15 <b>situation</b> 13:11 <b>something's</b> 15:15 <b>space</b> 18:17 <b>speak</b> 16:8 <b>speaks</b> 16:8 <b>specific</b> 7:1 <b>specifically</b> 17:8 19:12 <b>spoke</b> 18:4 <b>staff</b> 18:4,6 19:10 19:23 20:4 <b>stakeholder</b> 6:6 <b>stakeholders</b> 5:13 17:20 <b>stand</b> 3:20 <b>start</b> 3:22 11:5 12:5 <b>State</b> 20:9 23:6,10 23:23 <b>stated</b> 4:7 <b>statutes</b> 13:17 <b>stenographically</b> 23:13 <b>steps</b> 8:18
<b>O</b> <b>obviously</b> 18:23 <b>October</b> 3:6 5:15 13:4,4 <b>Okay</b> 15:11 21:6 <b>ones</b> 7:1 <b>one-pagers</b> 19:13 <b>ONIS</b> 2:9 <b>operate</b> 13:22 <b>Operating</b> 9:9,10 <b>operations</b> 8:9 <b>opportunities</b> 18:16 <b>opposed</b> 21:18 <b>order</b> 3:3 <b>organizational</b> 12:18 <b>ought</b> 21:9 <b>outlined</b> 8:12 <b>oversee</b> 14:12	<b>P</b> <b>part</b> 10:11 <b>particular</b> 4:18 <b>parties</b> 4:15 <b>passage</b> 8:13,21,23 <b>passed</b> 20:13 <b>passing</b> 12:11 <b>paycheck</b> 18:17 <b>people</b> 10:9 19:13 <b>percent</b> 8:17 <b>periodically</b> 13:7 <b>permitting</b> 7:7 <b>personally</b> 6:16,17 <b>petition</b> 12:3,8,11 12:12 14:20 15:6 16:4 <b>petitions</b> 16:9,13 <b>place</b> 8:7 18:19 23:14 <b>placed</b> 18:18 <b>plan</b> 3:16,17 4:8,23 5:22 6:3,4,5,9,14	<b>Q</b> <b>quality</b> 8:10 <b>questions</b> 9:15 10:12 16:20 <b>quick</b> 3:23 9:12 <b>quickly</b> 6:9 <b>Q-and-A</b> 19:20	<b>R</b> <b>read</b> 12:13 <b>really</b> 9:23 10:1 <b>reason</b> 15:23 16:15 <b>recall</b> 4:2 9:9 <b>receipt</b> 14:9 <b>recognizes</b> 7:14 <b>recommend</b> 10:4 10:16	<b>S</b> <b>safe</b> 8:14 <b>SAM</b> 2:2 <b>saying</b> 10:13 15:21

stopped 5:7	<b>U</b>	19:1		
Strategic 1:6 3:2,15	understand 15:12	years 13:8,13		
4:4 7:14 8:3	16:19	y'all 10:2		
10:18 12:1,3,16	undertake 9:5			
13:21 15:10,21	unified 3:15 5:21	#		
strategies 8:6 19:8	6:19 8:3 12:15	#108 23:22		
strength 8:3	13:21 19:6			
submitted 11:9	unified-plan 4:13	0		
21:13	update 13:20	03 12:17		
success 8:6	use 15:23	04 13:14		
suitable 13:13		05 12:7		
summary 9:12	<b>V</b>	08 3:6		
sure 15:12 18:10,10	vision 19:19			
20:22 21:1		1		
switch 6:9	<b>W</b>	10:00 1:16		
systems 7:8 8:7	Wainwright 2:2	100 8:17		
	3:1,9,12,19 9:11	12 1:16		
<b>T</b>	9:17 10:15,21	12th 23:15		
take 14:9	11:11,18,20 14:18	1400 1:11		
taken 23:13	15:8,14,20 16:21	17th 3:6 11:8		
talk 3:21 4:19	17:2 21:6,14,17			
talked 5:8 19:12	21:20 22:3	2		
TAMBLING 2:10	wall 17:15	2007 4:4		
thank 3:18 10:8	wallet 19:11,12	2008 1:16 4:10		
11:19 16:22 17:1	want 10:7 16:13	23:16		
21:19	21:1	2009 13:3		
thing 16:5 20:14	wanted 10:11 16:16			
things 19:22 20:20	20:21	3		
think 6:4 8:3 17:12	way 14:6	335-1-1 12:17		
18:20	ways 6:23	335-2-2 12:7		
THOMAS 2:11	we're 13:4 18:20			
11:7,13	21:8 22:3			
thoughts 19:14	we've 9:13 18:22			
Three 7:1	18:23 19:16 20:18			
time 10:3 14:1,2,5	20:23,23			
14:7 16:7 19:14	white 18:17			
23:14	wishes 13:10			
timed 15:22	words 9:9			
timing 11:4	work 5:11 6:1 10:1			
today 4:19 6:3	10:9			
tree 19:1	working 9:21			
TREY 2:9	world 20:14			
true 23:12				
two 7:4 11:22	<b>Y</b>			
	year 4:2 10:1 13:3			

## **Part B**



## **Attachment Index**

<b>Attachment 1</b>	<b>Agenda</b>
<b>Attachment 2</b>	<b>Order adopting motion to recommend to the full Commission that they proceed with the adoption of the Unified Strategic Plan</b>  <b>(Agenda Item 2 – Discussion of Draft Unified Strategic Plan)</b>
<b>Attachment 3</b>	<b>Order adopting motion that the Strategic Planning Ad Hoc Committee endorses the Strategic Plan Rollout Plan as presented by the Director</b>  <b>(Agenda Item 2 – Discussion of Draft Unified Strategic Plan)</b>



**Attachment 1**



11/24/08

AGENDA\*

ALABAMA ENVIRONMENTAL MANAGEMENT COMMISSION  
STRATEGIC PLANNING AD HOC COMMITTEE MEETING

Alabama Department of Environmental Management Building

Alabama Room (Main Hearing Room)

1400 Coliseum Boulevard

Montgomery, Alabama 36110-2059

Friday, December 12, 2008

10:00 a.m.

ITEMS

1. Consideration of minutes of meeting held on October 17, 2008\*\*
2. Discussion of Draft Unified Strategic Plan
3. Other business

\* The Agenda for this meeting will be available on the ADEM website,  
[www.adem.alabama.gov](http://www.adem.alabama.gov), under EMC Information and Calendar of Events.

\*\* The minutes for this meeting will be available on the ADEM website  
under EMC Information.



## **Attachment 2**



BEFORE THE  
STRATEGIC PLANNING AD HOC COMMITTEE  
OF THE  
ALABAMA ENVIRONMENTAL MANAGEMENT COMMISSION

MOTION

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Recommend to the Commission that they proceed  
with the adoption of the Unified Strategic Plan

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ORDER


This cause having come before the Strategic Planning Ad Hoc Committee pursuant to the above motion, and having considered the same, the Committee hereby ORDERS, ADJUDGES, and DECREES as follows:

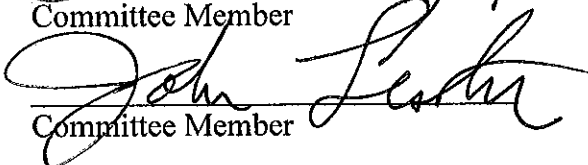
1. That the above motion is hereby adopted; and
2. That this action has been taken and this Order shall be deemed rendered effective

as of the date shown below.

ISSUED this 12th day of December 2008.

APPROVED:

  
Committee Member

  
Committee Member

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Committee Member



### **Attachment 3**



BEFORE THE  
STRATEGIC PLANNING AD HOC COMMITTEE  
OF THE  
ALABAMA ENVIRONMENTAL MANAGEMENT COMMISSION

MOTION

**The Strategic Planning Ad Hoc Committee Endorses**  

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**the Strategic Plan Rollout Plan as Presented by**  

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**the Director**  

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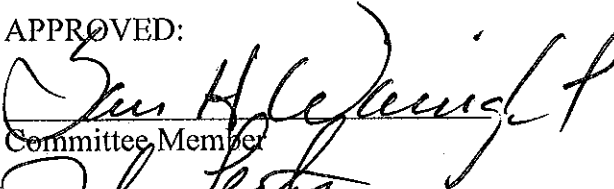
ORDER

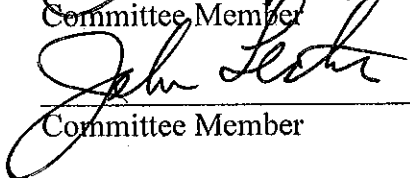
This cause having come before the Strategic Planning Ad Hoc Committee pursuant to the above motion, and having considered the same, the Committee hereby ORDERS, ADJUDGES, and DECREES as follows:

1. That the above motion is hereby adopted; and
2. That this action has been taken and this Order shall be deemed rendered effective as of the date shown below.

ISSUED this 12th day of December 2008.

APPROVED:

  
Committee Member

  
Committee Member

\_\_\_\_\_  
Committee Member